



**EN**

CD/09/7.1  
Original: English  
adopted

**COUNCIL OF DELEGATES**  
**OF THE INTERNATIONAL RED CROSS**  
**AND RED CRESCENT**  
**MOVEMENT**

Nairobi, Kenya  
23-25 November 2009

**RESOLUTION 7.1**

**Strategy for the Movement (Follow-up to Resolution 7/2007)**

**Report on implementation**



## RESOLUTION 7.1

### STRATEGY FOR THE MOVEMENT

The 2009 Council of Delegates

**recalling** Resolution 7 of the 2007 Council of Delegates on the Strategy for the Red Cross and Red Crescent Movement (Movement Strategy) and the further work called for in that resolution;

**appreciating** the consolidated report on the implementation of the Strategy by the components of the Movement;

**welcoming** the work undertaken on the Movement fora and Statutory bodies (Action 4) and the comprehensive reviews undertaken by the Standing Commission, in particular the findings regarding implementation by National Societies of decisions taken at past Movement meetings;

**further welcoming** the work on how to more effectively present the Movement's key messages for use and influence through RCRC humanitarian diplomacy (Action 8);

**reaffirming** the validity of the existing rules governing the use of the emblems notably those contained in the 1949 Geneva Conventions, their Additional Protocols and the 1991 Regulations on the use of the emblem by the National Societies, and emphasizing the vital importance of respect for those rules to guarantee the protective value of the emblems and access to people in need of protection and assistance and to strengthen the identity of the Movement,

**welcoming** the Study on Operational and Commercial and other Non-operational Issues Involving the Use of the Emblems (the Study) prepared by the ICRC, in consultation with States, National Societies and the International Federation,

**reaffirming** the validity of the Strategy and the importance and relevance of its strategic objectives;

1. **invites** all components of the Movement to complete the 10 actions in the Strategy for the Movement by 2011;
2. **calls on** the Standing Commission, the ICRC and the International Federation to take concrete steps to improve the dialogue with and the involvement of National Societies in the preparation of the 2011 statutory meetings in the interest of better ownership and implementation of the results of those meetings;
3. **further calls on** the International Federation and the ICRC, to enhance their monitoring mechanisms, involving their regional structures, for improved feedback from National Societies on the implementation of resolutions adopted by this Council and coming statutory meetings and to share the findings with the Standing Commission;
4. **invites** the Standing Commission to continue its work on reducing the complexities of the Movement fora in close consultation with National Societies, the ICRC and the

International Federation and to present its proposals for change, as relevant, to the 2011 Council of Delegates;

5. **invites** National Societies to communicate to the Standing Commission and its working group their views and thoughts on options for better alignment of Movement fora;
6. **invites** the ICRC and the Federation to analyse the 'Our World – Your Move' – campaign in relation to the expected results of Action 8 in the Movement Strategy to help guide all components on how to better communicate the Movement's key messages;
7. **calls on** the Standing Commission, with the International Federation and the ICRC, to present to the 2011 Council of Delegates an evaluation of the achievement of the strategic objectives and the expected results in the ten actions of the Movement Strategy;
8. **requests** the Standing Commission to examine the necessity of and prepare a Strategic Framework for the Movement as a continuation of the present Strategy, as needed, taking into account experiences and lessons learnt from the evaluation and internal and external challenges facing the Movement.
9. **calls upon** components of the Movement to implement and promote the recommendations of the Study to enhance the implementation of the rules governing the use of the emblems.

**REPORT ON THE IMPLEMENTATION OF THE STRATEGY FOR  
THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT**

<b>CONTENTS</b>	<b>Page</b>
 <b><u>PART I: Actions 4 and 8</u></b>	
<b>Executive Summary</b>	<b>4</b>
<b>1. Introduction</b>	<b>5</b>
<b>2. Action 4: Movement fora</b>	<b>6</b>
<b>3. Action 8: Speaking with one voice</b>	<b>9</b>
<b>4. Future Strategy?</b>	<b>10</b>
 <b><u>Annexes:</u></b>	
<b>CoD Resolution 7 / 2007 Terms of Reference and Composition of working group</b>	<b>11-14</b>
 <b><u>PART II</u></b>	
<b>Implementation of the strategy for the Movement by National Societies, the ICRC and the International Federation Secretariat</b>	
<b>(all actions)</b>	<b>15-24</b>

## **PART I**

### **Executive Summary**

The Standing Commission elected in 2007 gave from the onset much attention to the Strategy for the International Red Cross and Red Crescent Movement (Movement Strategy). The work continued where the previous Commission had finished and reported to the 2007 Council of Delegates.

The Commission has found that the Strategy is still referred to 'in a manner of distant respect', as was found in the in-depth interviews carried out with National Society leaders. It is often confused with Strategy 2010 of the International Federation. This is reflected in the Movement-wide implementation, where only limited information is available on National Society work with this Strategy.

However, work on the 10 actions towards the 3 strategic objectives, has continued perhaps more energetically than in previous years. Much progress has been recorded in almost all actions, when assessed against the expected results. Much work originating in the 'original' Movement Strategy actions from 2001 has evolved into broader areas of attention. Examples of such are the process around the auxiliary role, work on the emblem and in particular its commercial use, and also the re-energized efforts to improve cooperation and coordination in response to emergencies, leading to the adoption of the Supplementary Measures to the Seville Agreement in 2005, when also the Strategy was updated. The process of reviewing National Society statutes has become particularly important under the leadership of the Joint Statutes Commission. Much progress has been achieved although a fairly high number of NS still have some work staked out for them.

The Standing Commission would like to see that the Movement Strategy could largely be completed by the next statutory meetings in 2011. That is also the right time to have a thorough evaluation of how we, as a Movement, have fared in implementing this Strategy during the 10 years of its existence.

Action 4 on Movement fora is of importance to all components. The Commission completed two important reviews around this action: on the implementation of adopted resolutions and concerning the cost-benefits of our global international meetings. How to better communicate 'with one voice' on key Movement issues and influence the general humanitarian debate has received attention. These areas of work are interlinked: the clearer the outcomes of our Movement fora in major humanitarian challenges, the better tools we have for our humanitarian diplomacy to influence important external fora.

This Council has before it proposals on how to improve the preparation of statutory meetings and increase the involvement of National Societies in determining the issues to be dealt with. The aim is a higher degree of ownership of the outcomes and accordingly, better implementation. The Standing Commission looks to this Council for orientation regarding continued work on Movement fora for decision, as relevant and needed, in 2011.

Lastly, the Standing Commission wishes to thank the National Society leaders, who participated in the reviews and the members of the working group on the Strategy for their engagement and commitment.

## 1. Introduction

The Strategy for the International Red Cross and Red Crescent Movement (updated 2005) seeks to promote cooperation among the Movement components for greater efficiency and effectiveness. The Standing Commission has encouraged implementation of the Strategy's 10 actions, while leading work on two actions, numbers 4 and 8, which are summarized in the text boxes below. All components of the Movement have a role in implementing the Strategy towards attainment of its objectives.

This report includes:

- Progress on the Standing Commission's work on Actions 4 (Movement fora) and 8 (communicating as a Movement) and
- A consolidated report on implementation of the Strategy by the ICRC and the International Federation.

As part of the Movement Strategy, there are separate reports before this Council on the work of the ICRC and International Federation Joint Statutes Commission and on the Study on the commercial use of the emblem.

The Standing Commission chose member Steven Carr to lead the work on the Strategy. He formed a working group, whose terms of reference and composition can be found in [Annex 2](#). The work was expected to extend over the four-year mandate of the Standing Commission (2007 to 2011).

The 2007 CoD Resolution 7 text is in [Annex 1](#).

## 2. Action 4: Movement Fora

The Strategy calls for *better use of existing fora, and improved co-ordination of the agendas of statutory and other meetings.* (See Text Box A.)

### Text Box A

***Action 4: Enhance dialogue and consultations within the Movement through better use of existing fora, and improved co-ordination of the agendas of statutory and other meetings.***

Expected results:

- *Consistency between outcomes of meetings*
- *The components of the Movement have an increased sense of unity of purpose*

*On implementation the action expects that*

- *Every new meeting reviews what progress has been made with regard to decisions taken by the previous one of the same statutory nature.*
- *The International Federation organises consultations with the ICRC and the Standing Commission in the preparatory phase of its statutory regional conferences and sub-regional meetings.*
- *Organising committees for regional conferences ensure that they include on their agendas and take into account Movement matters and the decisions taken at the Council of Delegates and the International Conference. Likewise informal meetings of National Societies ensure a Movement perspective in their discussions.*
- *The Council of Delegates reviews the entire construct of Movement fora and makes recommendations on reducing unnecessary complexities and improving effectiveness.*

For its work on Action 4, the Strategy Working Group commenced two analyses:

- (1) implementation of resolutions from previous statutory meetings; and
- (2) cost-effectiveness of Movement meetings.

The first analysis sought to identify real change that has taken place as a result of resolutions and to pinpoint missed opportunities with due consideration of the national, regional and international environments, which may have impacted implementation.

The review did not include decisions by the Federation's General Assemblies and regional meetings, as they are not under the auspices of the Standing Commission. Only resolutions adopted by the 2003 Council of Delegates and International Conference and the 2005 Council were covered in the review.

The second analysis on cost effectiveness of Movement meetings looked at financial, material and human costs incurred by the components of the Movement, as well as the Standing Commission, and weighed these against the benefits derived by National Societies.

The Working Group obtained the data for the analyses through in-depth interviews with nearly 30 leaders of National Societies in different parts of the world and at different stages

of development. The leaders shared their thoughts on the usefulness to their National Societies of adopted resolutions and on a number of open questions relating to Movement meetings.

The analysis on the implementation of the resolutions and of responses to the open questions regarding Movement fora revealed that:

- The level of implementation correlates with the capabilities, interests, and the priorities of the National Society.
- When a resolution is perceived as relevant to the context of the National Society, there is a rather high degree of creativity and efficiency in implementing it.
- Most “missed opportunities” stem from inadequate capacities (e.g., resources, political space) or from lacking relevance in the National Society’s context.
- A majority of National Societies refer to strategies in a “manner of distant respect”, unless they provide management tools concretely facilitating their work.
- Most National Societies prefer a regional approach to dealing with issues of importance to them and would like to see this enhanced and upgraded.
- Movement fora are important opportunities to network and liaise with other National Societies; their construct, frequency and content are debated.
- National Societies wish to be involved in preparations of Movement meetings.
- National Societies appreciated the opportunity, created through this exercise, to establish a direct dialogue on key Movement issues.

Issues of *high importance* for the National Societies and also reflecting high activity in implementation are those linked to the auxiliary role and to diversity, non-discrimination and tolerance and to migration. Issues like the emblem, the military, the corporate sector and the Strategy for the Movement, often confused with the International Federation’s Strategy 2010 were perceived *further away* from their everyday priorities and thus received less attention. Issues around weapons and IHL *were often perceived as difficult* for National Societies to understand and implement, and therefore considered the ICRC’s preserve.

The interviews also resulted in *guidance for improvement* when it comes to

- language – find a written and spoken language, which brings participants together rather than builds barriers;
- direction – find a way to facilitate the work of National Societies, by including in resolutions action oriented principles to help prioritize implementation;
- support – take into consideration that a number of National Societies lack the capabilities and resources to handle the work load generated by international meetings, before and after. Find the best way to help them become fully integrated and able to face their obligations.

Most interviewees were very willing to take part in the preparation of Movement meetings, considering it as key to success. They suggest

- Increased involvement of especially NS in the preparation of the agenda and issues to be dealt with at international statutory meetings to ensure ownership and relevance of the agenda items.

This could be achieved by e.g. reviewing the preparatory process and timelines to enable NS to more fully engage and by mobilizing ICRC/Federation regional structures along with involving NS meetings and networks in dialogue in support of preparation of Movement meetings and implementation of their outcomes.

- Better implementation of resolutions/outcomes through increased relevance and ownership and fewer priority issues.

This would require e.g. greater clarity in resolutions/decisions on what is expected from NS and - as relevant - elements for humanitarian diplomacy along with a monitoring mechanism for regular follow-up.

- A structure of meetings that allows for opportunities to exchange experiences and learn from other members of the Movement.

This would entail e.g. *listening* to NS views/opinions on substance along with reduced time spent in formal meetings to allow for more informal discussions.

- Working documents that clarify roles and responsibilities in implementing resolutions and expected outcomes.

This in turn could be achieved e.g. through shorter, clearer language, linked to NS programmes, activities and priorities along with a format of resolutions towards greater clarity to facilitate implementation (roles/responsibilities/expected results).

- Regional, sub-regional meetings and context-specific NS networks help prepare for and reinforce outcomes of 'global' meetings.

That would help align global and regional agendas and make regional meetings part of preparatory and implementation processes.

- Forward-looking meetings 'tuned' to today's world and realities in a continuously changing environment.

The leaders saw this happening through e.g. agenda-setting, strengthened research on trends, positioning, visioning, involvement of youth and use of NS expertise.

Last but not least the leaders called for a

- better understanding of the roles and functions of the CoD, the Standing Commission and the purpose of the International Conference.

That could be achieved through reviewing and clarifying, for decision in 2011 as part of continued work on Action 4, options regarding Movement fora and their functioning.

On this last point, the Standing Commission, through its working group, will actively seek feedback *for orientation* from the Council members on *options for reducing unnecessary*

*complexities and improving effectiveness of the Movement fora.* It is hoped that this work would be ready for decision by the statutory meetings in 2011.

A majority of the interviewees supported a *more decisive and innovative role for the representatives of the international institutions in the field*, e.g. ICRC regional / country delegations and Federation Zones. National Societies benefiting from a close working relationship with these offices are in a position to better focus their efforts and therefore to be more effective. Such support should be available to all National Societies when preparing international meetings or implementing decisions taken.

The cost-effectiveness analysis showed how much international meetings cost the Movement while making no recommendations for or against any options. The findings provide material for a continued analysis of the fora in use and options for reviewing them. The environmental impact of the Movement coming together for its major gatherings, as well as the frequency of those gatherings are other important considerations to be taken into further work on these questions between now and 2011.

### 3. Action 8: Speaking with One Voice

#### Text Box B

**Action 8: Communicate effectively and powerfully about Red Cross and Red Crescent actions and consistently advocate on humanitarian issues of common concern.**

Expected results:

- *The Movement as a whole and its individual components are perceived as the prime humanitarian force both in terms of actions and of impact on humanitarian policies.*
- *A coherent image of the Red Cross and Red Crescent is projected to the public at large, while retaining the separate identities of the components of the Movement for particular audiences.*
- *The Movement has clear and coherent common positions on major issues confronting the international community and external partners.*
- *The Movement has clear advocacy strategies, including prioritisation of issues.*
- *The Movement's priorities are reflected in the current international humanitarian debate.*

At the outset it was agreed not to include communication on *operations* in work on action 8. The WG looked at how best to achieve the expected results (above) and, in particular, how to better communicate the outcomes of statutory meetings as called for in the implementation of this action (quote): *"The Council of Delegates identifies key Movement messages and advocacy issues. The International Federation and the ICRC will support National Societies in their communications relating to issues agreed by the Council of Delegates"*.

The Nairobi Council is part of the 'Our World – Your Move' campaign to support better communication about its work and outcomes. Further, the WG recommended the formulation of *key messages* to support the components of the Movement in their efforts *to advocate Movement positions on humanitarian issues*, which in 2009 are anticipated to be the Council resolutions on migration, displacement, and access to health services in conflict situations.

Effective Movement's statutory meetings support RCRC humanitarian diplomacy. Resolutions are tools for mobilization and for humanitarian diplomacy, which is why concrete support to advocacy efforts and recommended steps for implementation should be added as guidance for the components.

A project management approach to monitoring/follow-up of implementation of key message resolutions is recommended to ensure that set objectives are clear and attainable and provide a basis for evaluation of progress and success achieved at the next Council.

An evaluation of the impact of communicating the key substance from the Nairobi Council would provide valuable guidance on how to achieve the expected results of action 8.

#### **4. Future Strategy?**

There is no formal end-date for the present Movement Strategy. It is reasonable to assume that the 10 actions would largely be completed by 2011. The Strategy itself defines its aim as follows: *"...rather than being a document set in stone, the Strategy aims at building a dynamic process of strategic thinking within the Movement"*.

A proactive and forward-looking Movement should ensure a relevant strategic framework to direct coordinated and efficient cooperation taking into account the main trends in the internal and external environment.

It is premature to state what a '3<sup>rd</sup> generation Movement Strategy' should cover. That will be specified by the 2011 CoD and, as relevant, the 31<sup>st</sup> International Conference. Dialogue on future long-term strategic directions for the Movement, using available opportunities to consult with NS and others, should be initiated well in advance to secure an outcome for 2011.

**CoD RESOLUTION 7 / 2007****STRATEGY FOR THE INTERNATIONAL  
RED CROSS AND RED CRESCENT MOVEMENT**

The Council of Delegates **2007**,

**recalling** Resolution 6 of the 2005 Council of Delegates, which adopted the updated Strategy for the International Red Cross and Red Crescent Movement reinforcing the ambition of a stronger Movement through enhanced cooperation for effective humanitarian action throughout the world,

**taking note with appreciation** of the consolidated implementation report by the Standing Commission, the ICRC and the International Federation, and in particular of the initial work done by the Standing Commission on improving the efficiency and effectiveness of meetings within the Movement to “*Enhance dialogue and consultations within the Movement through better use of existing fora, and improved co-ordination of the agendas of statutory and other meetings*” as per Action 4 in the Strategy,

**welcoming** the “Study on Operational and Commercial and other Non-operational Issues involving the Use of the Emblems” (“the Study”) prepared by the ICRC,

**reaffirming** the validity of the existing rules governing the use of the emblems, notably those contained in the 1949 Geneva Conventions, their Additional Protocols and the 1991 Regulations on the Use of the emblem by the National Societies<sup>1</sup> emphasizing the vital importance of the respect for those rules to guarantee the protective value of the emblems and the access to people in need of protection and assistance and to strengthen the identity of the Movement as a neutral and independent humanitarian actor,

**further welcoming** the report of the Joint ICRC/International Federation Commission for National Society Statutes (Joint Statutes Commission), emphasizing that the adoption of a strong legal base is a crucial element allowing National Societies to perform their mandate efficiently and in compliance with the Fundamental Principles,

**acknowledging** the continued relevance and importance of the Strategy for the Movement,

**bearing in mind** the need for ongoing analysis on how the components of the Movement can improve their individual and collective functioning in response to changing contexts and new challenges,

- **urges** all components of the Movement to continue and, if possible, increase their efforts to implement the 10 Actions of the Movement Strategy and to report on their achievements through the International Federation and, when relevant, through the ICRC to the Standing Commission for an updated report to the 2009 Council of Delegates;

---

<sup>1</sup> Regulations adopted by the 20th International Conference (Vienna, 1965) and revised by the Council of Delegates (Budapest, 1991)

- **invites** the International Federation, the ICRC and the Standing Commission as a whole to continue to monitor the implementation of the Strategy, with greater focus on measurable progress made by National Societies and to submit a consolidated implementation report to the 2009 Council of Delegates along with recommendations as necessary;

### **Action 3**

*“Monitor and protect the integrity of the components, and ensure that every component complies with the Fundamental Principles”*

- **urges** all National Societies, as requested by Action 3 of the Strategy for the Movement, to examine and update their Statutes and related legal texts by 2010, in accordance with the “Guidance for National Society Statutes” and relevant International Conference Resolutions;

### **Action 4**

*“Enhance dialogue and consultations within the Movement through better use of existing fora, and improved co-ordination of the agendas of statutory and other meetings”*

- **invites** National Societies, the ICRC, the International Federation and the Standing Commission involved in the organization of international meetings within the Movement, to take into account the recommendations submitted (to the Council in 2007) by the Standing Commission
  - to increase efficiency of meetings and better articulation and continuity between different statutory and non-statutory meetings within the Movement, and
  - to enhance the involvement of National Societies in the preparations, discussions and follow-up of meetings within the Movement;
- **requests** the Standing Commission to continue its work on Action 4, including making further recommendations in the way it finds appropriate.

### **Action 10**

*“Strengthen the components of the Movement’s relationship with the private sector”*

- **invites** the components of the Movement to utilize the recommendations of the Study to enhance the implementation of the rules governing the use of the emblems and to provide feedback to the ICRC on the content and use of the Study;
- **requests** the ICRC to continue its work on the Study, taking into account feedback received from the components of the Movement and further extending its consultations to States, and to inform the Council on progress made.

## Terms of Reference

### Working Group on the Strategy for the International Red Cross and Red Crescent Movement

#### **MANDATE**

The Working Group on the Strategy for the International Red Cross and Red Crescent Movement (Strategy WG) is an *advisory group* to the Standing Commission (SC) on matters related to the Movement Strategy and responsible for the work to be carried out on the Strategy based on the work plan adopted by the SC at its meeting in April 2008.

#### **TASKS**

The WG will

- advise on ways and means to promote implementation of the 2005 Strategy by all components of the Movement to achieve the envisaged results;
- advise the SC on the type of information needed in the monitoring of the implementation of the Strategy;
- compile monitoring results provided by the Federation and the ICRC, evaluate and analyse the progress made in the implementation of all the 10 actions in the Strategy and make any necessary recommendations the findings call for;
- be responsible for the reviews called for under Action 4 of the Strategy and in resolutions on the same adopted by the Council of Delegates and will prepare any conclusions and recommendations arising from them for submission to the SC for furthering to relevant Movement bodies;
- include in its work Action 8 of the Strategy – *Communicate effectively and powerfully about Red Cross and Red Crescent actions and consistently advocate on humanitarian issues of common concern*. The work should focus on the expected results as expressed in the Strategy.

#### **REPORTING**

The Strategy WG reports to the Standing Commission of the Red Cross and Red Crescent to its regular scheduled meetings and through interim progress reports as it may find necessary.

#### **SCHEDULE**

The Strategy WG commences its work in December 2008 following the agreed Plan of Action 2008-09 of the Standing Commission and other decisions taken in April 2008 regarding work on the Strategy. Its mandate is ongoing and will be reviewed by the Standing Commission after the Council of Delegates 2009.

**WG COMPOSITION**

Mr Steve Carr – SC Member, Chair

Prof. Freddy Pedersen – Denmark, Vice Chair

Dr Abdel Karim Bensiali – UAE RC

Dr Nomsa Mbere – Botswana RC

Mr Bruce Biber – ICRC

Mr Frank Mohrhauer – Int. Federation

*Resource persons & assistants:*

Ms Nicole Mlade – American Red Cross

Ms Helena Korhonen – SC Secretariat

**PART II****IMPLEMENTATION OF THE STRATEGY FOR THE MOVEMENT BY  
NATIONAL SOCIETIES, THE ICRC AND THE INTERNATIONAL FEDERATION  
SECRETARIAT**

This consolidated report on implementation of the Strategy for the Red Cross and Red Crescent Movement (Strategy) builds on reports by the ICRC and the International Federation (Federation) secretariat. National Societies (NS) have not been approached for information on their work with the Strategy, why any reference to them comes from their involvement in work as reported by the ICRC and/or the Federation. The individual reports are available at the Council upon request.

In the interest of brevity, this report focuses on developments since the Council in 2007 and seeks to assess work in progress in relation to the three Strategic Objectives and to the expected results of the 10 actions.

**STRATEGIC OBJECTIVE 1:  
*Strengthening the components of the Movement***

**Action 1**

***Develop a Movement approach to capacity building in National Societies and promote joint planning, resource mobilisation and evaluation of development and co-operation activities in a given region or country.***

***Expected results***

- *A single, common Movement approach to capacity building and organisational development, including specific focus on the development of volunteering, is agreed and applied.*
- *More resources are committed to capacity building, and the capacity building fund is strengthened.*
- *Common terminology and performance indicators with regard to capacity building, organisational development and planning, are established in National Societies, the International Federation Secretariat and the ICRC.*
- *There is an enhanced sense of discipline and commitment by all components present in a given country to maximise the use of available resources and to work together in a co-ordinated and effective manner.*

The Federation leads work on this action. In cooperation with the ICRC, a common approach to organisational development (OD), which will enable holistic NS development. This is work in progress.

Capacity building and OD Networks are functioning in all geographic areas supported by Zone offices and field delegations. Annual Governance dialogue in regions, Secretary General -fora and youth networks for knowledge sharing, mentoring/coaching and initiation of joint projects all contribute to the process. ICRC is a permanent participant in the dialogue, at Federation meetings and conferences and has actively contributed to the working group on OD/CB. ICRC promotes best practice on capacity building through its Cooperation Delegates and within its institutional priority of working in partnership with ONS.

NS increasingly coordinate partner support to their strategic plans. The focus is shifting from fundraising for programs to joint discussion and agreements on partner strategies.

Work with NS in this field has included, as examples, a harmonised ICRC-Federation approach with the Afghan RC, calling other Movement partners to support both action and strategic plans of the ARC. A similar project is underway in Bangladesh, with focus on OD and legal basis. In support of the Lebanese RC, the ICRC entered into an agreement with the Federation regarding capacity building in logistics, human resources and finance. The ICRC has funded cooperation posts in Panama and Kuala Lumpur to facilitate liaison between ICRC and the Federation Zone to better coordinate work supporting ONS in the Zone. The ICRC offices in Panama will be located in the Federation Zone offices, already shared with some PNS.

### **Action 2**

***Systematically train and share knowledge among Red Cross and Red Crescent leadership at all levels of governance and management, on the Movement's mission, history and organisation, Fundamental Principles, and International Humanitarian Law***

#### ***Expected results***

- *Red Cross and Red Crescent leaders at all levels are knowledgeable in the Fundamental Principles, the Mission of the Movement and International Humanitarian Law, possess the governance and management skills required to run their respective organisations effectively and in conformity with the Fundamental Principles and are prepared to share this knowledge.*
- *Volunteers, – especially the young - leaders and staff, including delegates, within the Movement have a sense of belonging to a Movement that is wider than the organisational unit to which they belong.*
- *The Seville Agreement is known, understood and respected by all components of the Movement both at governance and management levels.*
- *All components of the Movement have presence on the web and their websites are interlinked.*

The ICRC and the Federation continue to jointly organise leadership development courses for an average of about 50 new NS leaders annually. The courses offer basic knowledge in Movement policies and practice including IHL, integrity issues, and legal base.

An on-line learning curriculum, based on the concept of blended learning, has been developed for leadership growth, under the name of the World of Red Cross, Red Crescent and Red Crystal (WORC). Likewise, a new 'International Mobilization and Preparation for Action (IMPACT)' course has been designed to train Federation and NS delegates (<http://www.e-mersion.com/worc/launch.php>). The importance of knowledge, understanding and respect for the emblems and for the fundamental principles is reflected in all induction and training programmes, as well as in missions by governance, staff and volunteers at all levels.

During the 150<sup>th</sup> anniversary celebrations in Solferino, a broad spectrum of seminars, workshops, training and discussion fora was offered to RCRC Youth leadership. NS have committed to provide leadership training to youth volunteers and are encouraged to involve youth in all decision-making structures, including the governing board.

The ICRC co-organised annual IHL courses with NS in Europe and in North America targeting a variety of civil society audiences, including university students and lecturers, RCRC IHL dissemination staff and humanitarian practitioners from UN agencies and NGOs.

A number of NS are actively involved in dialogue with their national authorities on the promotion and national implementation of IHL into domestic legislation and practice and take an active part in the work of national IHL Committees, where such exist. They also cultivate a close cooperation with the ICRC Advisory Service on IHL. Many NS supported the Service in the preparation of country fact sheets on national implementation of IHL in their respective countries.

Fewer training and awareness sessions on the Seville Agreement and its Supplementary Measures were held than before, when the Federation and ICRC developed joint training materials and undertook a training drive for re-energized implementation of the Agreement. (See separate report on the Implementation of the Seville Agreement)

### **Action 3**

***Monitor and protect the integrity of the components, and ensure that every component complies with the Fundamental Principles.***

#### ***Expected results***

- *The credibility of the Movement and the trust it receives from the people it serves and the institutions supporting it, is enhanced through strengthened integrity and transparency of all its components.*
- *While taking appropriate measures to maintain their own integrity and integrating the Fundamental Principles into all operational and strategic planning and implementation, the ICRC and the International Federation follow common strategies to ensure that recognition conditions are respected at all times by National Societies.*
- *National Societies have updated Statutes.*
- *All agreements between the components of the Movement and States, intergovernmental institutions and other humanitarian players are in conformity with the Fundamental Principles.*

The Federation's Integrity Policy calls upon NS to develop their own integrity policies and integrity issues have been addressed at regional meetings (West Africa and MENA). Tools are being developed for NS to set up their own mechanisms and procedures. 75% of the NS are currently undertaking a revision process.

A Compliance and Mediation Committee (CMC) is operational and in the process of mapping integrity issues. The ICRC vice-president has participated in the Federation Board Group on integrity and was invited as guest to the CMC. However, no integrity cases have been tabled for the attention of the CMC to date.

NS are to examine their Statutes and related legal texts by 2010, and, where necessary, adopt new constitutional texts in accordance with the "Guidance for National Society Statutes". (See separate report of the Joint ICRC/International Federation Commission for National Society Statutes).

The components of the Movement are obliged to comply with the Fundamental Principles in their relations and in any formal agreements with states, intergovernmental institutions and other humanitarian players, in accordance with Resolution 10 of the 2003 CoD ("Minimum Elements to be Included in Operational Agreements Between Movement Components and their Operational Partners"). The ICRC and the Federation finalized a model field level template for operational agreements of components of the Movement with UNHCR, which reflects the "Minimum Elements" of the mentioned Resolution 10. The finalised templates with an Information Note were distributed to all NS in October 2008.

A similar process has been initiated to revise the existing field level templates used for operational agreements between NS and the UN World Food Programme (WFP) to develop a new template that reflects these "Minimum Elements".

## **STRATEGIC OBJECTIVE 2**

### ***Improving the Movement's effectiveness and efficiency through increased co-operation and coherence***

**Action 4** – see separate report above, page 6 – .

**Action 5**

***Monitor external trends and analyse data from relevant sources with a view to facilitating coherent policies and approaches to issues of common concern***

***Expected results***

- *Improved common understanding across the Movement of external trends and their effect on humanitarian action;*
- *Improved strategic planning in National Societies and the Movement's statutory bodies, leading to enhanced decision-making capability on major humanitarian issues;*
- *Increased impact on global agendas and improved inputs into decision-making in external fora, which impact on humanitarian work.*

Examples of regular opportunities to address the issues in this action point are PNS meetings and regular Federation-ICRC Senior Management Meetings. In addition the statutory meetings are fora for exchanges to update policies and strategies in accordance with external trends and developments

NS have access to the Disaster Management Information System (DMIS), which covers disaster statistics and trends. Information on positions on particular issues are shared on the Federation website to encourage common positioning between and among Movement components.

ICRC delegations with their Federation counterparts routinely meet to coordinate planning processes associated with organisational development and capacity building of NS and other issues of common concern.

**Action 6**

***Improve and co-ordinate the Movement's response to emergencies***

***Expected results***

- *Through its co-ordinated work in emergency situations, including health emergencies, the components of the Movement reach more vulnerable people.*
- *A harmonised and systematic use of standards enhances the quality of humanitarian assistance provided by the components of the Movement in emergencies.*
- *The components of the Movement are trusted and preferred as partners by the beneficiaries as well as by other partners in the delivery of humanitarian assistance.*
- *Emergency operations are used effectively to strengthen National Societies' capacity*

The Seville Agreement with its Supplementary Measures continues to be the foremost coordination mechanism for all Movement cooperation in international operations. (See *separate consolidated Implementation Report to this Council*)

The Federation is investing in more work to systematically include Movement coordination mechanisms into NS disaster preparedness and contingency planning. A contingency planning guide is currently being reviewed to make it more user friendly and to take into account current trends in the humanitarian field. The Federation and the ICRC are jointly

developing a Memorandum of Understanding -template, which emphasizes the importance of coordination and cooperation in both emergency and capacity building programming.

The Disaster Relief Emergency Fund (DREF) Guidelines have been revised to include a specific chapter on 'The Strategic use of DREF', which deals with disasters as a NS development opportunity. Many DREF Reports have shown that in most operations there is indeed NS capacity building and learning from disasters. The FACT training is increasingly focused around NS, supporting their auxiliary functions and recognising development opportunities.

Cooperation with external partners in response to emergencies takes place through participation in fora such as the Inter-Agency Standing Committee (IASC) and the Emergency directors' meetings chaired by OCHA, as well as in the Steering Committee for Humanitarian Response (SCHR). There is continued cross-training between FACT and UNDAC.

A joint Federation-ICRC-British Red Cross study on relations with external partners was carried out in 2009 to inform a workshop on the same topic at this Council. The objective was to identify developments and trends in the humanitarian sector as they relate to the Movement components and their engagement and coordination with non-Movement partners, individually and collectively, and to support development of further Movement policy and practical guidance in this field.

There are also opportunities for improvement. The Federation has been involved in Rapid Deployment mechanism talks with the ICRC. In emergency operations PNS are invited to donor meetings in affected countries or through teleconferences to discuss the relief operation and their involvement. The Federation participates and facilitates a number of fora to strengthen NS (HNS and PNS) emergency response capacities, planning, resource mobilisation etc. However, instances of NS working internationally without coordination with the ONS were still observed.

Of high priority in the ICRC institutional strategy 2007-2010 and management priorities is the revision of its operational partnerships with Operating NS (ONS), by improving its capacities to work better with ONS as primary partner, by mobilizing and strengthening ONS operational capacities wherever and whenever needed, and by affirming a neutral and independent coordinated Movement response. Such cooperation with ONS requires a changed mindset towards working with NS.

Over the past two years, the ICRC has continued to systematically feature in its public communication the role and action of NS working with it in the field. Notable examples include Pakistan, Israel and the Palestinian Territories, Somalia, the Democratic Republic of Congo and Afghanistan.

**Action 7**

***Promote learning from experience through systematic evaluations of national and international activities, and through a system of knowledge sharing and 'best practice' within the Movement***

***Expected results***

- *Improved performance through continuous learning.*
- *Improved transparency and accountability.*

Federation-led evaluations and examples of best practice are shared on a regular basis (e.g. in the context of the tsunami), but not yet in a systematic way. A management policy on evaluation is being prepared, to also include guidance on disclosure of information.

On the part of the ICRC, examples of shared experiences and transparency are the evaluation on the misuse of the Emblem in Nepal, which was shared with all partners, and the 2008 evaluation on the assistance to IDPs in Colombia, which was shared with the Federation and all PNS.

Self-assessment of NS was last carried out in 2006. The methodology is currently being reviewed. As of 2010 a new cycle of assessing NS will be reintroduced using online technology and benefiting from the experience of similar previous exercises.

NS increasingly take responsibility for their own learning needs. Many African NS participating in NEPARC have reviewed their performance. In other parts of the world (UK, US, Netherlands...) NS are developing accountability frameworks aiming at increased transparency and quality of their programmes. The Federation secretariat is participating in a peer review on accountability to affected populations, which is carried out by the Steering Committee for Humanitarian Response.

There is a growing number of networks on learning from experiences within the Federation around *thematic* areas (shelter, migration, ERU, health, disaster risk reduction, PMER, IT) and *geographic* areas (e.g. NEPARC).

The Movement Strategy on Internal Displacement before this Council draws on lessons learnt from the involvement of the Movement as a whole in responding to the needs and vulnerabilities of persons and communities affected by internal displacement. A similar Movement-wide approach was adopted when developing the 'Restoring Family Links Strategy', which was adopted by the 2007 Council.

ICRC guidelines for NS working in places of detention, developed in partnership with a number NS, will be completed by the end of 2009.

### STRATEGIC OBJECTIVE 3

#### ***Improving the Movement's image and the components' visibility and relations with Governments and external partners***

##### **Action 8**

***Communicate effectively and powerfully about Red Cross and Red Crescent actions and consistently advocate on humanitarian issues of common concern.***

##### ***Expected results***

- *The Movement as a whole and its individual components are perceived as the prime humanitarian force both in terms of actions and of impact on humanitarian policies.*
- *A coherent image of the Red Cross and Red Crescent is projected to the public at large, while retaining the separate identities of the components of the Movement for particular audiences.*
- *The Movement has clear and coherent common positions on major issues confronting the international community and external partners.*
- *The Movement has clear advocacy strategies, including prioritisation of issues.*
- *The Movement's priorities are reflected in the current international humanitarian debate.*

(See also earlier part of this report, page 9 – )

For the ICRC, strategic objective 3 and action 8 are 'high-priority', which inform and guide much of its work.

The ICRC-led Movement advocacy efforts to achieve an international prohibition of cluster munitions culminated in the Dublin Diplomatic Conference in May 2008, which negotiated and adopted the Convention on Cluster Munitions, to date signed by 96 States. As part of this effort, a range of communication and briefing materials for NS was produced to assist in interventions with their governments. Five NS participated in the Dublin Conference within the Federation delegation. The focus has now moved to promoting additional State signatures, ratifications by national parliaments and planning for implementation of the Convention.

The 2009 "Our world. Your move." -campaign, organized jointly by the ICRC and the Federation, made available to National Societies a wide array of communication tools including two photo exhibitions and detailed research on the impact of "today's Solferinos". In the course of the campaign, dozens of joint communications activities worldwide ranging from photo exhibitions to round-table debates to football matches were organised in cooperation by all components.

Regular NS Briefing Notes and other communications tools have enabled interested NS to communicate and advocate on armed conflicts and key issues in the spotlight of public attention including, to name but two examples, the Gaza crisis in January 2009 and the Oslo Convention banning the use of cluster munitions.

With the Federation, the ICRC developed a joint online portal [www.ourworld-yourmove.org](http://www.ourworld-yourmove.org) as part of the celebrations to mark the 150th anniversary of the Battle of Solferino and the founding of the Movement. The portal also included space for NS content. ICRC and Federation staff worked closely together to ensure the portal reflected Movement priorities throughout the campaign.

In order to clarify the role of National Societies in the area of advocacy towards their governments, the Governing Board of the International Federation adopted the policy on "humanitarian diplomacy." This policy also includes elements of capacity building for National Societies in this area.

**Action 9**

**Analyse the National Societies' role as auxiliary to their governments and the Movement's relations with political and military players. Secure appropriate mechanisms for consultation and coordination in the Movement.**

**Expected results**

- *The Movement preserves its status as an independent, neutral and impartial humanitarian network. Its components co-ordinate their activities to the extent possible with other key players on the scene, without compromising the Fundamental Principles.*
- *Components of the Movement, states, and other actors have a clear and shared understanding of the National Society auxiliary role, its advantages and restrictions, in the light of changing needs and of the evolving roles of other service providers.*
- *The emblems are understood and respected both in conflict and non-conflict situations by all players and parts of society.*

A major achievement in this field was Resolution 2 adopted by the 30<sup>th</sup> International Conference in 2007 on 'The Specific nature of the Red Cross and Red Crescent Movement in action and partnerships and the role of National Societies as auxiliaries to the Public Authorities in the Humanitarian Field'. Equally important was the preceding Council resolution on the same, including the broad explanatory background document.

To promote the adopted resolutions, consultations are conducted by the Federation and ICRC to assess the specific needs of NS as auxiliaries to public authorities in their specific contexts.

The auxiliary role is also a key element in the preparations of Strategy 2020 where of particular importance are issues around the principles of independence and neutrality in relation to governments.

In parallel, "a toolbox" of mechanisms in advocacy and communications is established in Fednet (it contains the information on the advantages of a well-defined auxiliary role, best practices of a balanced relationship, etc.). Consultations are envisaged on how to make it more user-friendly and eventually available to the States and general public. The Secretary General of the Federation identified the partnership of the NS with the governments as one of his priorities. The Federation has been promoting the auxiliary role of its member National Societies by making references to it in its numerous presentations, statements and speeches on a wide range of humanitarian issues when participating in international events.

An example of such deliberations about the key principles was the 6<sup>th</sup> MENA regional conference in Damascus in June 2009. The Federation and the ICRC engaged with the MENA-NS in a one-day discussion on implementing the auxiliary role as per the adopted resolutions.

Furthermore, the resolutions are important for NS to consider when reviewing their legal basis. Relevant clauses are also included in Movement and Federation policies, e.g., those on IDPs and Migration.

The ICRC and the Federation support NS towards an appropriate understanding of its auxiliary role, in their negotiations with their Governments in matters related to health, Disaster Management and in the context of armed conflicts.

**Action 10****Strengthen the components of the Movement's relationship with the private sector.****Expected results**

- *A common and harmonised approach to private sector relationships is reinforced, safeguarding the integrity of the components of the Movement and ensuring respect for the emblems.*
- *The private sector contributes to humanitarian action and helps the components of the Movement to improve their capacity to deliver services.*
- *The private sector is aware of and understands the social and humanitarian implications of their activities and takes responsibility for these.*

The Federation is acting with care on this, as it does not wish to compete with the membership at national levels. A plan is in the making to more proactively target and establish a corporations `Friends of the IFRC` -network and to more systematically gather intelligence and background information on potential corporate donors. In general, there are no indications that NS act outside the adopted guidelines (2005).

The ICRC has been engaged, alongside the Swiss Ministry of Foreign Affairs, in a process to provide guidance to governments on good practices in the operations by Private Military and Security Companies. This process led to the adoption in 2008 by a group of countries of a guidance document called the *Montreux Document*.

The ICRC comprehensive study on the "Operational, Commercial and other Non-operational Issues involving Use of the Emblem" makes recommendations on operational, commercial and non-operational use by State authorities, by NS, by the ICRC and by other actors. It also makes recommendations on how to prevent and stop misuse of the emblem and presents best practices for emblem campaigns. The Study provides all Movement components with a working tool for managing emblem issues, fighting emblem misuse and, ultimately, strengthening the protective value of the emblems.